2010 Military Health System Conference

Navy Medicine Integrated Business Planning: Translating Strategy Into Action

Sharing Knowledge: Achieving Breakthrough Performance CDR Gregory R. Cadle, MSC, USN 27 January 2010



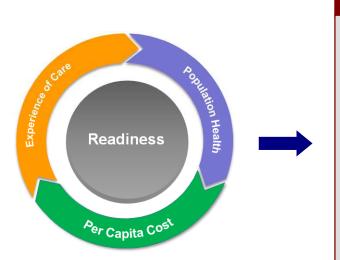




Bureau of Medicine & Surgery (BUMED)



Interdependent Strategic Alignment



MHS Strategic Imperatives

- Individual Medical Readiness
- ■Psychological Health
- Engaging Patients in Healthy Behaviors
- ■Evidence-Based Care
- Wounded Warrior Care
- ■24/7 Access to Your Team
- ■Personal Relationship with Your Doctor
- ■Value-Based Incentives and Reimbursement
- ■Functional Electronic Health Record
- Using Research to Improve Performance
- ■Fully Capable MHS Workforce



Navy Medicine Goals and Objectives

- ■Tier 1 Strategic Goals:
 - ➢ Agile Capabilities
 - ➤ Deployment Readiness
 - ➤ Patient and Family Centered Care
 - ➤ Performance Based Budget
 - ➤ Quality of Care
 - Research AND Development and Clinical Investigation Programs
 - ➤ Total Force



Where We've Been.....

- > Prior Business Planning Cycles
 - Output Based Business Planning Model
 - Established Business Planning Activities
 - Business Planning Tool Evolution
 - Continuity of Care/Assessing Deployment Activities
 - Importance of Validating Population, Workload, and Manpower
 - Navy Patient Satisfaction Survey
 - Monitoring Tool: MHS Insight

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Where We Are.....

- > FY11-13 Business Planning Cycle
 - Awareness of Need for Performance Based Model
 - Production: Specialty Care
 - Outcome: Primary Care
 - Primary Care Medical Home Model Development
 - Shift from Simple RVU to Enhanced RVU (No Nursing Workload Counted)
 - Total Force Manpower Requirements
 - System Variability Impacts
 - Operational Tempo
 - Community Shortfalls
 - Contracting Processes & Incentives

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Where We're Going.....

- Performance Planning Work Group
- Primary Care Medical Home Model Pilots
- Defining Business Rules/Standards for PCMH Model
- > Reducing Variation Across the Enterprise
- Strategies for Continuity of Care
- Enhanced Business Planning Tool



Challenges/Barriers

- > Policy Development, Guidance, and Oversight
 - Total Force Manpower Management
 - System and Process Variation
- Integration/Alignment
 - Facilities and IM/IT Infrastructure
 - Performance Planning with Resources
 - Multi-Service Market Successes & Challenges



Next Steps

- Performance Planning WG Recommendations
- > Primary Care Medical Home Model Establishment
 - Signed Policy
 - Standardized Primary Care Medical Home Practice
 - Mission, Function, Task
 - Policies Supporting Strategic Approach
 - Integration/Alignment:
 - Further Integration of Performance Planning with Resource
- Grow Core Competencies in Business
- Tri-Service Performance Planning Tool (Mirroring Industry Best Practices)
- Tri-Service Performance Planning Tool Training



Thank You



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